

Arkansas Program Improvement Plan Tracking Matrix

Outcome S2: Children are safely maintained in their homes whenever possible and appropriate

Baseline 72% Goal 75% Interim 6th Quarter 73%

CFSR Items		Strategy	Action Steps	Benchmarks	Dates	Method of Measurement
3 Services are provided to protect children and prevent removal. Baseline 65% Goal 70% Interim 6th Quarter 68%			1.1 Supervisors will monitor to assure	1.1.1 As an interim measure, monitoring report will be developed to allow completion of initial risk assessments.	09/01/2003	Copy of monitoring report
				1.1.2 Submission of baseline information. Training on the new tool will be July 9, 2003 with implementation beginning immediately	09/01/2003	Submission of baseline
				1.1.3 County Supervisors and Area Managers will submit corrective action report to Assistant Director for Community Services for area compliance less than 80%	10/01/2003	Quarterly submission of statewide percentage for each month
				1.1.4 New Supervisory Review Tool will monitor completion of risk assessment at case opening, periodically and at closure.	10/01/2003	Supervisory review tool
			1.2 In order to protect children and prevent removal, we will revise the risk assessment and family assessment policy, procedures, tools, systems, training and supervisory and monitoring tools and processes to assure that risks are identified and addressed throughout the life of the case.	1.2.1 In conjunction with technical assistance coordinated by the National Resource Center on Family Centered Practice, a written report with recommendations for changes will be developed.	01/01/2004	Written report with recommendations

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CFSR Items		Strategy	Action Steps	Benchmarks	Dates	Method of Measurement
				1.2.2 Document outlining implementation and evaluation of pilot of new assessment process in one county for one month, with a statement of any recommended changes to the process.	02/01/2004	Report of evaluation of pilot
				1.2.3 Policy, procedure and tools promulgated and CHRIS system changes completed.	05/01/2004	Copy of policy and tools
				1.2.4 Completion of training curriculum document on Risk and Family Needs Assessments	06/13/2004	Copy of training curriculum
				1.2.5 90% of existing DCFS Family Service Workers and Supervisors will be trained on Risk and Family Assessments.	08/01/2004	Copy of schedule, list of attendees, results of pre and post test.
				1.2.6 Existing training curriculum for new workers and supervisors will be revised to reflect the new policy and processes.	08/01/2004	Copy of training new worker training
				1.2.7 New policy and procedures will be in effect and implemented statewide.	08/01/2004	Copy of promulgated policy

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CFSR Items		Strategy	Action Steps	Benchmarks	Dates	Method of Measurement
			1.3 We will revise the case planning process, policies, procedures, tools, systems, training and supervisory and monitoring tools and processes to assure appropriate providers and family members are involved, including non-custodial parents where appropriate, and that case plans are developed to keep children safe and prevent removal. This will include development of a standard supervisory review process.	1.3.1 In conjunction with technical assistance coordinated by the National Resource Center on Family Centered Practice, a written report with recommendations for changes is completed.	05/01/2004	Quality Service Peer Review (QSPR) Copy of policy and tools.
				1.3.2 Document outlining implementation and evaluation of pilot of new case planning process in one county for two months, with a statement of any recommended changes to the process.	07/01/2004	Report on evaluation of pilot

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CFSR Items		Strategy	Action Steps	Benchmarks	Dates	Method of Measurement
				1.3.3 Policy, procedure and tools promulgated and CHRIS system changes completed.	10/01/2004	Policy and tools
				1.3.4 Completion of training curriculum document	11/15/2004	Copy of curriculum
				1.3.5 90% of existing DCFS Family Service Workers, Supervisors, Area Managers and program staff will be trained on the new case planning process. Providers will also participate in the training.	03/01/2005	Copy of schedule, list of attendees, results of pre and post test.
				1.3.6 Existing training curriculum for new workers and supervisors will be revised to reflect the new policy and processes.	03/01/2005	Copy of revised New Worker Training
				1.3.7 New policy and procedures are in effect and implemented statewide.	03/01/2005	Copy of promulgated policy
			2.1 In order to assure efficient utilization of limited resources, review and prioritize service needs and new contracts to reflect existing budget allocations	2.1.1 Document stating priorities and list of contracted services	09/01/2003	List of priorities and contracted services
			2.2 In order to protect children and prevent removal we will expand the current array of services and address service gaps, especially in rural areas, to meet the needs of children and families served by DCFS.	2.2.1 With technical assistance from the National Resource Center on Family Centered Practice, a written methodology completed to assess and address service needs, including a process for identification of barriers to effective utilization of services and planning to address those barriers.	11/01/2003	Methodology Document

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CFSR Items		Strategy	Action Steps	Benchmarks	Dates	Method of Measurement
				2.2.2 Documentation of completed needs assessment that will provide information on service needs by county, area and statewide.	07/01/2004	Completed needs assessment
				2.2.3 Document completed for reducing service gaps by aligning resources with service needs.	08/01/2004	Document reflecting the service gap and resource alignment
				2.2.4 Implement process for informing staff, providers, consumers and other stakeholders of DCFS service array.	10/01/2004	Copy of written process that was implemented
				2.2.5 Document completed which compares needs assessment result with purchase of service decisions.	02/01/2005	Report of assessment results and services purchased
			2.3 Revise information sharing mechanisms to assure new service staff are aware of services and how to access these services.	2.3.1 Written analysis of current New Worker training for adequacy of information on services, with recommendations for needed changes.	10/01/2003	Written report of analysis
				2.3.2 Training curriculum is revised and implemented.	02/01/2004	Copy of amended curriculum

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CFSR Items		Strategy	Action Steps	Benchmarks	Dates	Method of Measurement
<p style="text-align: center;">4 Risk of harm to child Baseline 75% Goal 80% Interim 6th Quarter 78%</p>		1, 2	1.2 In order to reduce risk of harm to children, we will revise the risk assessment and family assessment processes to assure that risks are identified and addressed throughout the life of the case, including court ordered FINS cases.	See Benchmarks for Action Steps 1.1 and 1.2 above in CFSR Item 3.	See Dates for Action Step 1.2 above in CFSR Item 3.	See Method of Measurement for Action Step 1.2 above in CFSR Item 3.
			1.3 In order to reduce the risk of harm to children, we will revise the case planning process to assure family members are involved, including non-custodial parents where appropriate, and that case plans are developed to keep children safe, meet their needs, move them toward permanency and prevent re-entry into care including court ordered FINS.	See Benchmarks for Action Step 1.3 above in CFSR Item 3.	See Dates for Action Step 1.3 above in CFSR Item 3.	See Method of Measurement for Action Step 1.3 above in CFSR Item 3.
			2.2 Expand the current array of services to meet the needs of children and families served by DCFS in order to reduce the risk of harm to children.	See Benchmarks for Action Step 2.2 above in CFSR Item 3.	See Dates for Action Step 2.2 above in CFSR Item 3.	See Method of Measurement for Action Step 2.2 above in CFSR Item 3.
			2.3 Revise information sharing mechanisms to assure service staff are aware of services and how to access these services.	See Benchmarks for Action Step 2.3 above in CFSR Item 3.	See Dates for Action Step 2.3 above in CFSR Item 3.	See Method of Measurement for Action Step 2.3 above in CFSR Item 3.

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Outcome P1: Children Have Permanency and Stability in their Living Situation

Baseline: 59% Goal 65% Interim 4th Quarter 62%

Foster Care Re-entries Baseline: 10.57% Goal 9.22% Interim 6th Quarter 10.25%

Stability of Foster Care Placements: Baseline 68.63% Goal 77.2% Interim 5th Quarter 74%

Length of Time to Achieve Adoption Baseline: 26.02% Goal 29% Interim 5th Quarter 28%

CFSR Items		Strategy	Action Steps	Benchmarks	Dates	Method of Measurement
<p>5 Foster Care Re-entries (96% - NA)</p>		1, 2, 3	1.2 In order to reduce foster care re-entries, we will revise the risk assessment and family assessment processes to assure relevant information is gathered to assist with case planning and aftercare and adequate risk assessment at case closure.	See Benchmarks for Action Step 1.2 above in CFSR Item 3. Supervisory monitoring tool will include section on risk assessment at case closure and after care planning	See Dates for Action Step 1.2 above in CFSR Item 3. 07/01/03	National Outcome Report QSPR Analysis of comments related to supervisor monitoring
			1.3 We will revise the case planning process to assure case plans are developed to address ongoing risk and adequately address ongoing aftercare planning .	See Benchmarks for Action Step 1.3 above in CFSR Item 3.	See Dates for Action Step 1.3 above in CFSR Item 3.	QSPR Analysis of comments related to supervisor monitoring
			2.2 Reduce foster care re-entry by assuring the adequacy of services while child is in care and after return home.	See Benchmarks for Action Step 2.2 above in CFSR Item 3. Also, see Item 17.	See Dates for Action Step 2.2 above in CFSR Item 3. Also, see dates in Item 17.	QSPR Analysis of comments related to supervisor monitoring
			2.3 Revise information sharing mechanisms to assure service staff are aware of services and how to access these services.	See Benchmarks for Action Step 2.3 above in CFSR Item 3. Also, see Item 17.	See Dates for Action Step 2.3 above in CFSR Item 3. Also, see dates in Item 17.	See Method of Measurement for Action Step 2.3 above in CFSR Item 3.

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CFSR Items		Strategy	Action Steps	Benchmarks	Dates	Method of Measurement
			3.1 Children who enter foster care may have special behavioral or mental health needs. Whether they do or not, if their needs are not met by appropriate foster parenting while they are in care, they may leave care evidencing behavior that is more problematic than when they entered care, increasing the possibility that re-entry may occur. In order to reduce foster care re-entry, increase by 10% the number of foster parents recruited who are willing to accept children that enter foster care and meet their special needs.	3.1.1. Establish baseline number of foster homes.	09/01/2003	DCFS QPR
				3.1.2 Documentation of media campaign and materials used.	01/01/2004	Documentation of media campaign and materials used.

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CFSR Items		Strategy	Action Steps	Benchmarks	Dates	Method of Measurement
				3.1.3 Copies of promulgated policies and procedures clarifying responsibility for Foster Parent Recruitment and Retention.	01/01/2004	Copy of policies.
				3.1.4 The Foster Family Needs Assessment is revised to more adequately reflect the numbers and types of foster homes needed.	01/01/2004	Revised Needs Assessment
				3.1.5 Training Curriculum is developed.	04/01/2004	Copy of curriculum
				3.1.6 Family Service Workers involved in foster care, County Supervisors, Area Manager, and other appropriate staff (e.g. placement unit staff) are trained in the new Foster Parent Recruitment policy and procedures, the Foster Family Needs Assessment and techniques for recruitment.	08/01/2004	Copy of schedule, list of attendees, results of pre and post test.
				3.1.7 Curriculum is incorporated into ongoing staff continuing education.	08/01/2004	Copy of ongoing training curriculum
				3.1.8 Recruitment plans developed that reflect the needs of children coming into care.	09/01/2004	Copy of recruitment plan

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CFSR Items		Strategy	Action Steps	Benchmarks	Dates	Method of Measurement
6 Stability of Foster Care Placements Baseline 56% Goal 65% Interim 5th Quarter 62%		1, 2, 3	1.2 In order to assure the stability of foster care placements we will revise the family assessment process to assure relevant information about the child is gathered and to identify appropriate placement resources.	See Benchmarks for Action Step 1.2 above in CFSR Item 3.	See Dates for Action Step 1.2 above in CFSR Item 3.	See Method of Measurement for Action Step 1.2 above in CFSR Item 3. National Outcome Report
			1.3 We will revise the case planning process to assure case plans are developed to address ongoing risk and adequately address ongoing aftercare planning .	See Benchmarks for Action Step 1.3 above in CFSR Item 3.	See Dates for Action Step 1.3 above in CFSR Item 3.	See Method of Measurement for Action Step 1.3 above in CFSR Item 3.
			2.2 Expand the current array of services to meet the needs of foster parents served by DCFS.	See Benchmarks for Action Step 2.2 above in CFSR Item 3 and Item 17.	See Dates for Action Step 2.2 above in CFSR Item 3.	Highlight the appropriate portion of methodology document that apply
			2.3 Expand the knowledge and information sharing to assure service staff are aware of services available to foster parents and how to access these services.	See Benchmarks for Action Step 2.3 above in CFSR Item 3 and Item 17.	See Dates for Action Step 2.3 above in CFSR Item 5.	Highlight the appropriate portion of methodology document that apply
			3.1 In order to increase stability we will increase by 10% the number of foster parents recruited who are willing to accept children that enter foster care and meet their special needs.	See Benchmarks for Action Step 3.1 above in CFSR Item 5.	See Dates for Action Step 3.1 above in CFSR Item 5.	DCFS QPR

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CFSR Items		Strategy	Action Steps	Benchmarks	Dates	Method of Measurement
			3.2 In order to support foster parents and meet a child's special needs, we will implement and utilize a foster care level of care system.	3.2.1 In conjunction with technical assistance from the National Resource Center on Foster Care and Permanency Planning, a written report with recommendations for changes is complete ; including criteria developed that describes and defines levels of care and placement types to meet the needs of children coming into care.	02/01/2004	Criteria developed for levels of care.
				3.2.2 Policy on level of care system.	05/01/2004	Copy of level of care system.
				3.2.3 Provision of training on the new level of care system will be presented to Area Managers, County Supervisors, Family Service Workers involved in foster care and foster parents.	08/01/2004	Copy of schedule, list of attendees, results of pre and post test.
				3.2.4 Issuance of promulgated policy implementing level of care system.	08/01/2004	Copy of promulgated policy and procedures.

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CFSR Items		Strategy	Action Steps	Benchmarks	Dates	Method of Measurement
			3.3 In order to increase stability of foster care placements, expand current supports (helpline and support groups) and specialized training for foster parents.	3.3.1 Helpline operational to foster parents.	02/01/2004	Copy of notification to foster parents
				3.3.2 Half of the areas will have foster parent support groups by May 1, 2004. The rest of the areas will have foster parent support groups by May 1, 2005.	6/1/04, 6/1/05	Documentation of support groups.
				3.3.3 Intensive skill building training in behavior management and in work with sibling groups will be available to foster parents.	12/01/2004	Copy of schedule, list of attendees, results of pre and post test.

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CFSR Items		Strategy	Action Steps	Benchmarks	Dates	Method of Measurement
			3.4 To have sufficient foster homes to meet the needs of children entering care, we need to not only recruit appropriate homes, we also need to retain those home that we have. In order to be able to identify and address foster parent retention issues, we will develop an exit interview process for foster parents.	3.4.1 Exit interview process is implemented.	10/01/2003	Copy of exit interview process.
				3.4.2 Publication of summary of first of annual review of foster parent exit interviews.	10/01/2004	Copy of report
				3.4.3 Submission of corrective action plan developed to address issues that arose in foster parent exit interviews.	12/01/2004	Copy of corrective action plan

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CFSR Items		Strategy	Action Steps	Benchmarks	Dates	Method of Measurement
7 Permanency Goal for Child Baseline 62% Goal 65% Interim 6th Quarter 63%		1, 3	1.2 In order to promote permanency, we will revise the family assessment process to assure relevant information is gathered to assist with case planning and movement toward permanency.	See Benchmarks for Action Step 1.2 above in CFSR Item 3.	See Dates for Action Step 1.2 above in CFSR Item 3.	See Method of Measurement for Action Step 1.2 above in CFSR Item 3.
			1.3 In order to promote permanency, we will revise the case planning process to assure family members are involved, including non-custodial parents where appropriate, and that case plans are developed and implemented to move children to permanency.	See Benchmarks for Action Step 1.3 above in CFSR Item 3.	See Dates for Action Step 1.3 above in CFSR Item 3.	See Method of Measurement for Action Step 1.3 above in CFSR Item 3.
			1.4 In order to assure uniform practice of concurrent planning, we will provide training to 90% of appropriate DCFS staff, including Area Managers, DCFS Supervisors, Family Service Workers involved in foster care, Adoption Specialists, Adoption Supervisors, and Program Staff, and to OCC attorneys, judges and court staff, Attorney Ad-Litem, CASA and foster parents on concurrent planning and adoption. Concurrent planning is already included in New Worker Training.	1.4.1 Documentation that training on concurrent planning and adoption is provided to Area Managers, DCFS Supervisors, Family Service Workers, Adoption Specialists and Adoption Supervisors, with technical assistance from the National Resource Center on Foster Care and Permanency Planning.	01/01/2004	Copy of schedule, list of attendees, results of pre and post test.
				1.4.2 Documentation of provision of training to OCC Attorneys, judges, court staff, Attorney Ad-Litem, and CASA, with technical assistance from the National Resource Center on Foster Care and Permanency Planning.	12/01/2003	Copy of schedule and list of attendees

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CFSR Items		Strategy	Action Steps	Benchmarks	Dates	Method of Measurement
				1.4.3 Completion of review and revision of Foster/Adopt Pride training to include more information on concurrent planning and adoption.	02/01/2004	Copy of revised curriculum
			3.6 Ensure relatives are appropriately explored as placement options.	3.6.1 Requirement for parents to provide a complete list of relatives is utilized in emergency petitions and court orders.	01/01/2004	Copy of OCC and AOC directions to attorneys and judges on the requirement
				3.6.2 Implementation of a written process and form that provides relatives with information about their option to receive financial support.	03/01/2004	Copy of promulgated policy and form.

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CFSR Items		Strategy	Action Steps	Benchmarks	Dates	Method of Measurement
8 Independent Living (Reunification, Guardianship, or Permanent Placement with Relatives) Baseline 88% Goal 93% Interim 6th Quarter 90%		1	1.2 In order to promote independent living skills, we will revise the family assessment process to assure that relevant information is gathered to assist with IL planning.	See Benchmarks for Action Step 1.2 above in CFSR Item 3.	See Dates for Action Step 1.2 above in CFSR Item 3.	See Method of Measurement for Action Step 1.2 above in CFSR Item 3.
			1.3 We will revise the case planning process in order to assure that independent living skills are included in youths' case plans and the youths' foster parents are included in case planning.	See Benchmarks for Action Step 1.3 above in CFSR Item 3.	See Dates for Action Step 1.3 above in CFSR Item 3.	See Method of Measurement for Action Step 1.3 above in CFSR Item 3.
			1.5 In addition to the systemic improvements to assessment and case planning included in 1.2 and 1.3 above that will impact the assessment and case planning for youth receiving independent living services, we will specifically improve the uniformity and quality of youths' independent living plan and their involvement in the development of their plan.	1.5.1 Promulgation of new DCFS IL policy and procedures.	08/01/2003	Copy of promulgated policy and procedures.
				1.5.2 Provision of training on new IL policy and publication to 90% of IL Coordinators, Family Service Workers involved in foster care, County Supervisors, Area Managers, and to foster parents and providers.	03/01/2004	Copy of schedule, list of attendees and , where appropriate, pre and post tests results .
				1.5.3 In conjunction with the National Resource Center on Youth Development, provision of IL training at annual and area foster parent conferences and support group meetings.	09/01/2004	Copy of training schedule and list of attendees.

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CFSR Items		Strategy	Action Steps	Benchmarks	Dates	Method of Measurement
9 Adoption Baseline 50% Goal 60% Interim 5th Quarter 55%		1, 3	1.2 We will revise the family assessment process to assure that relevant information is gathered to assist with case planning and movement toward permanency, including adoption.	See Benchmarks for Action Step 1.2 above in CFSR Item 3.	See Benchmark Dates for Action Step 1.2 above in CFSR Item 3.	See Method of Measurement for Action Step 1.2 above in CFSR Item 3.
			1.3 We will revise the case planning process to assure that case plans are developed to move children to permanency, including adoption when appropriate, that Adoption Specialists are included in case planning, and that reasons for case plan goal changes are documented.	See Benchmarks for Action Step 1.3 above in CFSR Item 3.	See Benchmark Dates for Action Step 1.3 above in CFSR Item 3.	See Method of Measurement for Action Step 1.3 above in CFSR Item 3.
			1.4 In order to assure uniform practice of concurrent planning, we will simultaneously provide training to 90% of appropriate DCFS staff, including Area Managers, DCFS Supervisors, Family Service Workers involved in foster care, Adoption Specialists, Adoption Supervisors, and Program Staff, and to OCC attorneys, judges and court staff, Attorney Ad-Litem, CASA and foster parents on concurrent planning and adoption. Concurrent planning is already included in New Worker Training.	See Benchmarks for Action Step 1.4 above in CFSR Item 7.	See Benchmark Dates for Action Step 1.4 above in CFSR Item 7.	See method of measurement of Action Step 1.4 above in CFSR Item 7.
			1.8 Recentralize Adoption field staff in order to allow Adoption Specialists and Supervisors to have direct supervision out of Central Office, to focus on case planning for children with a goal of adoption, in order increase uniformity of adoption services statewide.	1.8.1 List of identified Adoption Specialists and Supervisors.	08/01/2003	List of identified Adoption Specialists and Supervisors.

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CFSR Items		Strategy	Action Steps	Benchmarks	Dates	Method of Measurement
				1.8. 2 Train Adoption Specialists and Supervisors on recentralization and new adoption processes.	08/01/2003	Copy of training schedule and attendees
				1.8.3 New structure will be implemented.	08/01/2003	Organizational chart
			3.5 Implement and monitor the statewide adoption recruitment plan in order to increase homes for African American children waiting for an adoptive home and for other waiting children. [Note: In the CFSR Final Report, it was mentioned that some stakeholders expressed beliefs that Arkansas is reluctant to utilize national adoption registries. Arkansas does not agree with this belief. At the time of the review we had several children on the national adoption registry. Currently we have in excess of 30 children on the national adoption registry, and we are preparing to add more.	3.5.1 Document that outlines the inquiry process and quarterly report on the total number of adoptive family inquiries.	11/01/2003	Document outlining the inquiry process and Quarterly Report on adoptive family inquiries.
				3.5.2 Submission of baseline numbers of approved adoptive homes for African American children, teenagers, siblings groups of three or more and children with severe disabilities.	09/01/2003	Document containing baseline numbers
				3.5.3 Each of the ten DCFS Areas has recruited and retained a minimum of ten (10) African-American families per year for the next two years.	Interim: 07/01/2004 Final: 07/01/05	Number of homes recruited by area.

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CFSR Items		Strategy	Action Steps	Benchmarks	Dates	Method of Measurement
				3.5.4 10% increase in approved adoptive homes recruited to meet the needs of teenagers, non African American children, sibling groups of three or more children and children with severe disabilities.	Interim - 5% increase by 07/01/04 07/01/2005	Document listing number of homes recruited in each category.
				3.5.5 Utilize the National Resource Center on Special needs Adoption to offer training to mental health professionals on supporting adoptive families.	11/01/2003	Copy of training agenda and list of participants.

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Permanency Outcome P2 - The continuity of family relationships and connections is preserved for children

Baseline: 73% Goal 76% Interim 4th Quarter 74%.

CFSR Items		Strategy	Action Steps	Benchmarks	Dates	Method of Measurement
12 Placement with siblings Baseline 80% Goal 85% Interim 4th Quarter 83%		1, 3	1.2 In order to assure that siblings are placed together whenever possible, we will revise the family assessment processes to assure that relevant information about the children is gathered to facilitate placement decisions.	See Benchmarks for Action Step 1.2 above in CFSR Item 3.	See Benchmark Dates for Action Step 1.2 above in CFSR Item 3.	See Method of Measurement for Action Step 1.2 above in CFSR Item 3.
			1.3 In order to assure siblings are placed together whenever possible, we will revise the case planning process to assure placement plans allow for siblings to be placed together whenever appropriate.	See Benchmarks for Action Step 1.3 above in CFSR Item 3.	See Benchmark Dates for Action Step 1.3 above in CFSR Item 3.	See Method of Measurement of Action Step 1.3 above in CFSR Item 3.
			3.1 To increase the number of foster parents who will accept sibling groups, increase the foster parent population by 10%.	See Benchmarks for Action Step 3.1 above in CFSR Item 5.	See Benchmark Dates for Action Step 3.1 above in CFSR Item 5.	See Method of Measurement of Action Step 3.1 above in CFSR Item 5.
			3.2 In order to assure siblings in foster care are placed together whenever appropriate, we will implement and utilize a foster care level of care system to support foster parents willing to take sibling groups.	See Benchmarks for Action Step 3.2 above in CFSR Item 5.	See Benchmark Dates for Action Step 3.2 above in CFSR Item 5.	See Method of Measurement of Action Step 3.2 above in CFSR Item 5.
			3.6 With the belief that relatives would be most likely to accept all siblings for placement, we want to ensure that relatives are appropriately explored as placement options.	See Benchmarks for Action Step 3.6 above in CFSR Item 7.	See Benchmark Dates for Action Step 3.6 above in CFSR Item 7.	See Method of Measurement of Action Step 3.6 above in CFSR Item 7.

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CFSR Items		Strategy	Action Steps	Benchmarks	Dates	Method of Measurement
13 Visiting with parents and siblings Baseline 74% Goal 80% Interim 4th Quarter 77%		1	1.2 In order to assure that children in foster care visit with their parents and siblings, we will revise the family assessment processes to assure that relevant information about the family is gathered to assist with planning for visitation and to identify any barriers to visitation.	See Benchmarks for Action Step 1.2 above in CFSR Item 3.	See Benchmark Dates for Action Step 1.2 above in CFSR Item 3.	See Method of Measurement for Action Step 1.2 above in CFSR Item 3.
			1.3 We will revise the case planning process to assure that case plans are developed that include plans for visitation with parents and siblings.	See Benchmarks for Action Step 1.3 above in CFSR Item 3.	See Benchmark Dates for Action Step 1.3 above in CFSR Item 3.	See Method of Measurement for Action Step 1.3 above in CFSR Item 3.
			1.6 Enhance the quality and quantity of visits by assessing the barriers to quality visitation and developing recommendations to address the barriers.	1.6.1 Written document outlining findings and recommendations about improvement of frequency and quality of visits from parent/worker focus groups.	12/01/2003	Document outlining findings and recommendations.
				1.6.2 Staff training curriculum developed based on recommendations.	04/01/2004	Copy of curriculum
				1.6.3 Training provided to 90% of DCFS supervisors and appropriate Family Service Workers.	07/01/2004	List of attendees, copy of agenda
			1.7 Expand policy and training to address visits with siblings and relatives after termination of parental rights (TPR).	1.7.1 DCFS policy and procedures promulgated that clarifies visits with sibling and relatives after TPR.	11/01/2003	Copy of promulgated policy and form.
				1.7.2 Documentation that 90% of County Supervisors and appropriate Family Service Workers were trained on new policy guidance on visits with siblings and relatives after TPR.	03/01/2004	List of attendees, Copy of agenda

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CFSR Items		Strategy	Action Steps	Benchmarks	Dates	Method of Measurement
				1.7.3 New Worker training curriculum objectives is updated to include guidance regarding sibling visits after TPR.	03/01/2004	Copy of updated curriculum
			1.8 Increase consistency of sibling visitation in TPR/adoption cases by centralization of adoption function.	See Benchmarks for Action Step 1.8 in Item 9.	See Benchmark Dates for Action Step 1.8 above in CFSR 9.	See Method of Measurement for Action Step 1.8 above in CFSR Item 9.

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CFSR Items		Strategy	Action Steps	Benchmarks	Dates	Method of Measurement
14 Preserving Connections Baseline 73% Goal 76% Interim 4th Quarter 74%		1, 3	1.2 We will revise the family assessment process to assure that significant persons in a child's life, including fathers, and a child's Native American heritage are identified, so that those connections can be addressed in case planning.	Benchmarks for Action Step 1.2 above in CFSR Item 3 will address involvement of fathers and exploration of a child's Native American heritage.	See Benchmark Dates for Action Step 1.2 above in CFSR Item 3.	See Method of Measurement in Action Step 1.2 in CFSR Item 3.
			1.3 We will revise the case planning process to assure family members, including non-custodial parents, are involved when appropriate, so that case plans are developed that include provisions for maintaining a child's connections to significant others.	Benchmarks for Action Step 1.3 above in CFSR Item 3 will address involvement of fathers and tribes, as appropriate.	See Benchmark Dates for Action Step 1.3 above in CFSR Item 3.	See Method of Measurement in Action Step 1.3 in CFSR Item 3.
			1.7 Expand policy and training to address visits with siblings and relatives after termination of parental rights (TPR).	See Benchmarks for Action Step 1.7 in CFSR Item 13 above.	See Benchmark Dates for Action Step 1.7 in CFSR Item 13 above.	See Method of measurement in Action Step 1.7 in CFSR Item 13.
			3.2 In order to maintain connections with important people in their lives, a child needs to be able to maintain a stable foster care placement. We will implement and utilize a foster care level of care system that will more adequately match a child's needs with the foster parents skills and will provide better support to the foster parents to care for the child.	See Benchmarks for Action Step 3.2 above in CFSR Item 6.	See Benchmark Dates for Action Step 3.2 above in CFSR Item 6.	See Method of Measurement in Action Step 3.2 above in CFSR Item 6.

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CFSR Items		Strategy	Action Steps	Benchmarks	Dates	Method of Measurement
15 Relative Placements Baseline 76% Goal 80% Interim 4th Quarter 78%		1, 3	1.2 We will revise the family assessment process to assure that relatives are identified and explored as placement options.	See Benchmarks for Action Step 1.2 above in CFSR Item 3.	See Dates for Action Step 1.2 above in CFSR Item 3.	See Method of Measurement in Action Step 1.2 in CFSR Item 3.
			1.3 We will revise the case planning process to assure family members are involved, including non-custodial parents where appropriate, and that relatives are explored as placement options.	See Benchmarks for Action Step 1.3 above in CFSR Item 3.	See Dates for Action Step 1.3 above in CFSR Item 3.	See Method of Measurement in Action Step 1.3 in CFSR Item 3.
			3.2 In order to assure children are placed with relatives when appropriate, relative foster homes will be included in the foster care level of care system.	See Benchmarks for Action Step 3.2 above in CFSR Item 6.	See Benchmark Dates for Action Step 3.2 above in CFSR Item 6.	See Method of Measurement in Action Step 3.2 in CFSR Item 6.
			3.6 Ensure relatives are appropriately explored as placement options.	See Benchmarks for Action Step 3.6 above in CFSR Item 7.	See Benchmark Dates for Action Step 3.6 above in CFSR 7.	See Method of Measurement in Action Step 3.7 in CFSR Item 7.

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Outcome WB1: Families have enhanced capacity to provide for their children's needs

Baseline: 60% Goal 65% Interim 4th Quarter 62%.

CFSR Items		Strategy	Action Steps	Benchmarks	Dates	Method of Measurement
17 Needs and Services of Child, Parents, and Foster Parents Baseline 62% Goal 70% Interim 4th Quarter 65%		1, 2, 3	1.2 In order to meet the needs of children, parents and foster parents, we will revise the family assessment process to assure that service needs are identified.	See Benchmarks for Action Step 1.2 above in CFSR Item 3.	See Dates for Action Step 1.2 above in CFSR Item 3.	See Method of Measurement in Action Step 1.2 in CFSR Item 3.
			1.3 We will revise the case planning process in order to assure the needs of children, parents and foster parents are met and services are coordinated between providers.	See Benchmarks for Action Step 1.3 above in CFSR Item 3.	See Dates for Action Step 1.3 above in CFSR Item 3.	See Method of Measurement in Action Step 1.3 in CFSR Item 3.
			2.1 Review and prioritize service needs and contracts to existing budget allocations.	See Benchmarks for Action Step 2.1 above in CFSR Item 3.	See Dates for Action Step 2.1 above in CFSR Item 3.	See Method of Measurement for Action Step 2.1 in CFSR Item 3.
			2.2 Expand the current array of services and address service gaps (especially in rural areas) to meet the needs of children and families served by DCFS.	See Benchmarks for Action Step 2.2 in CFSR Item 3.	See Dates for Action Step 2.2 above in CFSR Item 3.	See Method of Measurement for Action Step 2.2 in CFSR Item 3.
			2.3 Revise information sharing mechanisms to assure new service staff are aware of services and how to access these services.	See Benchmarks for Action Step 2.3 above in CFSR Item 3.	See Dates for Action Step 2.3 above in CFSR Item 3.	See Method of Measurement for Action Step 2.3 above in CFSR Item 3.
			3.2 In order to assure a child's and foster parent's needs are met while in foster care, we will implement and utilize a foster care level of care system.	See Benchmarks for Action Step 3.2 above in CFSR Item 5.	See Benchmark Dates for Action Step 3.2 above in CFSR Item 5.	See Method of Measurement for Action Step 3.2 above in CFSR Item 3.
			3.3 In order to assure the needs of the child and foster parent are met, we will expand current support and specialized training for foster parents.	See Benchmarks for Action Step 3.3 above in CFSR Item 6.	See Benchmark Dates for Action Step 3.3 above in CFSR Item 6.	See Method of Measurement for Action Step 3.3 in CFSR Item 6.

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CFSR Items		Strategy	Action Steps	Benchmarks	Dates	Method of Measurement
<p style="text-align: center;">18 Child and Family Involvement in Case Planning Baseline 64% Goal 70% Interim 4th Quarter 67%</p>		1	1.2 In order to promote family involvement in case planning, we will revise the family assessment process to assure that relevant information about family members is included. [Note: The CFSR Final Report noted that "there appears to be a trend for juvenile justice cases to come to DCFS with case plans already developed and there was no subsequent assessment by DCFS staff to determine the potential for unidentified risk areas." This issue was not appropriately placed in the Family Involvement section and has been addressed elsewhere, ie., Item 4.]	See Benchmarks for Action Step 1.2 above in CFSR Item 3.	See Dates for Action Step 1.2 above in CFSR Item 3.	See Method of Measurement for Action Step 1.2 above in CFSR Item 3.
			1.3 We will revise the case planning process to assure family members, including age-appropriate children and non-custodial parents, are involved.	See Benchmarks for Action Step 1.3 above in CFSR Item 3.	See Dates for Action Step 1.3 above in CFSR Item 3.	See Method of Measurement for Action Step 1.3 above in CFSR Item 3.

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CFSR Items		Strategy	Action Steps	Benchmarks	Dates	Method of Measurement
19 Worker Visits with Child Baseline 82% Goal 88% Interim 4th Quarter 85%		1	1.2 In order to help determine an appropriate plan for worker visitation with the child, we will revise the risk assessment and family assessment processes.	See Benchmarks for Action Step 1.2 above in CFSR Item 3.	See Dates for Action Step 1.2 above in CFSR Item 3.	See Method of Measurement for Action Step 1.2 in CFSR Item 3.
			1.3 We will revise the case planning process to assure appropriate visitation plans are developed and the waiver process is addressed.	See Benchmarks for Action Step 1.3 above in CFSR Item 3.	See Dates for Action Step 1.3 above in CFSR Item 3.	See Method of Measurement for Action Step 1.3 in CFSR Item 3.

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CFSR Items		Strategy	Action Steps	Benchmarks	Dates	Method of Measurement
20 Worker Visits with Parents Baseline 67% Goal 73% Interim 4th Quarter 70%		1	1.2 In order to help determine an appropriate plan for worker visitation with the parents, we will revise the family assessment process.	See Benchmarks for Action Step 1.2 above in CFSR Item 3.	See Dates for Action Step 1.2 above in CFSR Item 3.	See Method of Measurement for Action Step 1.2 in CFSR Item 3.
			1.3 We will revise the case planning process to assure visitation policy is adhered to, appropriate visitation plans are developed and visits are appropriately documented and reported in all cases.	See Benchmarks for Action Step 1.3 above in CFSR Item 3.	See Dates for Action Step 1.3 above in CFSR Item 3.	See Method of Measurement for Action Step 1.3 in CFSR Item 3.

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Outcome WB2: Children receive appropriate services to meet their educational needs

Baseline: 82% Goal 85% Interim 4th Quarter 83%.

CFSR Items		Strategy	Action Steps	Benchmarks	Dates	Method of Measurement
21 Educational Needs of Child Baseline 82% Goal 85% Interim 4th Quarter 83%		1, 2	1.2 We will revise the family assessment process to assure that children's educational needs are identified.	See Benchmarks for Action Step 1.2 above in CFSR Item 3.	See Dates for Action Step 1.2 above in CFSR Item 3.	See Method of Measurement for Action Step 1.2 above in CFSR Item 3.
			1.3 We will revise the case planning process to assure children's educational needs are met and services documented.	See Benchmarks for Action Step 1.3 above in CFSR Item 3.	See Dates for Action Step 1.3 above in CFSR Item 3.	See Method of Measurement for Action Step 1.3 above in CFSR Item 3.
			2.4 Develop policy and procedures to meet the educational needs of the children DCFS serves.	2.4.1 In conjunction with the National Child Welfare Resource Center on Legal and Judicial Issues and the Administrative Office of the Courts, provide training on meeting the educational needs of children in foster care to OCC attorneys, judges, court personnel, Attorney-ad-Litem, and CASA.	12/01/2003	Copy of training agenda and attendees
				2.4.2 DCFS policy and procedures on meeting the educational needs of children promulgated.	03/01/2004	Copy of policy and procedures

Arkansas Program Improvement Plan Tracking Matrix

CFSR Items		Strategy	Action Steps	Benchmarks	Dates	Method of Measurement
				2.4.3 Develop and implement a MOU with the Department of Education on meeting the educational needs of children in foster care.	08/01/2004	Copy of MOU
				2.4.4 Develop and implement initial and ongoing training for Family Service Workers, County Supervisors, Area Managers and foster parents on meeting the educational needs of children DCFS serves.	10/01/2004	Copy of training agenda and list of attendees

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Baseline: 74% Goal 80% Interim 4th Quarter 77%.

CFSR Items		Strategy	Action Steps	Benchmarks	Dates	Method of Measurement
22 Physical Health Needs of Child Baseline 86% Goal 90% Interim 4th Quarter 88%		1, 2	1.2 We will revise the family assessment process in order to assure physical health needs of children are appropriately assessed, including court-ordered FINS cases.	See Benchmarks for Action Step 1.2 above in CFSR Item 3.	See Dates for Action Step 1.2 above in CFSR Item 3.	See Method of Measurement for Action Step 1.2 above in CFSR Item 3.
			1.3 We will revise the case planning process to assure physical health needs of children are appropriately met, including court-ordered FINS cases.	See Benchmarks for Action Step 1.3 above in CFSR Item 3.	See Dates for Action Step 1.3 above in CFSR Item 3.	See Method of Measurement for Action Step 1.3 above in CFSR Item 3.
			2.5 Increase the percentage of children whose identified physical health care needs are addressed in service planning.	2.5.1 UAMS PACE program will provide consultation to all DCFS service areas that are not completing followup 95% of the time to establish systems to assure recommended services are provided.	11/01/2003	Copy of consultation report

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CFSR Items		Strategy	Action Steps	Benchmarks	Dates	Method of Measurement
23 Mental Health of Child Baseline 76% Goal 80% Interim 4th Quarter 78%		1, 2	1.2 We will revise the family assessment process in order to assure mental health needs of children are appropriately assessed, including court-ordered FINS cases.	See Benchmarks for Action Step 1.2 above in CFSR Item 3.	See Dates for Action Step 1.2 above in CFSR Item 3.	See Method of Measurement for Action Step 1.2 above in CFSR Item 3.
			1.3 We will revise the case planning process to assure mental health needs of children are appropriately met, including court-ordered FINS cases.	See Benchmarks for Action Step 1.3 above in CFSR Item 3.	See Dates for Action Step 1.3 above in CFSR Item 3.	See Method of Measurement for Action Step 1.3 above in CFSR Item 3.
			2.3 Expand the knowledge and information sharing to assure new service staff are aware of services and how to access these services, including services to meet a child's mental health needs.	See Benchmarks for Action Step 2.3 above in CFSR Item 3.	See Benchmark Dates for Action Step 2.3 above in CFSR Item 3.	See Method of Measurement for Action Step 2.3 above in CFSR Item 3.
			2.6 Increase the percentage of children in foster care who receive initial, comprehensive and ongoing mental health services .	2.6.1 Revised DCFS policy and procedures on Mental Health Services for children in foster care are promulgated.	12/01/2003	Copy of promulgated policy
				2.6.2 Provision of new worker training and ongoing training for Family Service Workers, County Supervisors, Area Managers and foster parents on meeting the mental health needs of children DCFS serves.	08/01/2004	Copy of training schedule and list of attendees.
				2.6.3 Documentation that training is included in an ongoing continuing education training package.	08/01/2004	Copy of training curriculum